

## Human Services Department Race & Social Justice Workplan - 2006

### *RSJI Goal #1: Create an organization free from institutionalized racism*

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status, <u>2006</u>
1. Integrate Undoing Institutional Racism Principles and Principles of Respect into our work. (1. 4.)	Mary Flowers, David Berrian, & new Strategic Advisor/Change Team Lead (Sheila Capestany).	<ul style="list-style-type: none"> <li>Hold in-depth discussions at division/unit meetings to review and up-date as needed, UIR Principles and Principles of Respect and make them directly relevant to specific bodies of HSD work.</li> <li>Discuss organizational culture at the unit and management level.</li> </ul>	<ul style="list-style-type: none"> <li>HSD staff will have a common language for understanding institutionalized racism.</li> <li>Will support the planning and implementation of anti-racist policies &amp; procedure.</li> </ul>	<ul style="list-style-type: none"> <li>Form an implementation group.</li> <li>Develop implementation plan by 3/06.</li> <li>Change Team review and approval of plan 6/06.</li> <li>Begin implementation 6/06.</li> <li>Complete revised principles by 6/06.</li> </ul>	
2a. Support Infrastructure for addressing Institutionalized Racism by providing two or three facilitated eight hour trainings per year using, Race: The Power of An Illusion” video series. Include Undoing Institutional Racism (UIR) Principles and the Principles of Respect for all new employees. (4)	Georgiana Arnold, Freddie Moore, & new Strategic Advisor/Change Team Lead (Sheila Capestany).	Recruit facilitators, schedule dates, facilities and times, organize infrastructure and secure adequate resources to implement two or three one-day trainings per year.	HSD staff will have a common language for understanding institutionalized racism.	<ul style="list-style-type: none"> <li>First of two or three eight hour training to be completed by 3/06.</li> <li>Second and third trainings to be offered by 12/06.</li> </ul>	

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Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status, <u>2006</u>
2b. Secure funding and other resources for HSD staff to attend training/educational activities in support of the HSD's RSJI. Training may include: Undoing Institutionalized Racism (UIR) Training, Western States Community Strategic Training Initiative, or other anti-racism training.	Deputy Director & new Strategic Advisor/Change Team Lead (Sheila Capestany).	<ul style="list-style-type: none"> <li>Identify training goals and criteria.</li> <li>Secure required training funds for HSD staff to attend training/education activities in support of the Department's RSJI. Schedule training dates.</li> </ul>	<ul style="list-style-type: none"> <li>HSD staff will have the knowledge and skill to complete the activities described in the HSD RSJ work plan.</li> <li>HSD staff will acquire the skill and knowledge to work within HSD and its constituent communities.</li> <li>Commitment to RSJI is demonstrated through allocation of resources.</li> </ul>	<ul style="list-style-type: none"> <li>Develop training goals and criteria by 3/06.</li> <li>Develop a training budget by 3/06.</li> </ul>	
2c Provide presentations/training based on 2005 Western States Conference to the Change Team and the SMT Team and HSD staff as appropriate. (4.)	Fredie Moore, David Berrian, Mary Flowers, Deborah Harris (Lead), Georgiana Arnold, & new Strategic Advisor/Change Team Lead (Sheila Capestany).	<ul style="list-style-type: none"> <li>Secure dates to present the training/presentations to Strategic Management Team and HSD staff.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance the training skills of the HSD staff, and improve the Department's capacity to develop policies/procedures to dismantle institutionalized racism.</li> </ul>	3/06	

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status, <u>2006</u>
2d. Develop competency among HSD staff for working with people of diverse backgrounds.	Kip Tokuda, Suzette Espinoza-Cruz, & new Strategic Advisor/Change Team Lead (Sheila Capestany).	<ul style="list-style-type: none"> <li>Develop a plan for more training in cultural understanding and competency.</li> <li>Publicize trainings, secure locations.</li> <li>Encourage cultural sharing with HSD.</li> </ul>	<ul style="list-style-type: none"> <li>HSD staff will learn ways to improve their skills in working with diverse cultures.</li> <li>Establish greater trust &amp; collaboration amongst HSD staff.</li> </ul>	6/06.	
2e. Provide training opportunities for people to analyze and understand the origins and impact of organizational culture in this country and its impact on HSD. (1.2.4.)	Mary Flowers, Martin Friedman, David Berrian, & new Strategic Advisor/Change Team Lead (Sheila Capestany).	Provide a forum(s) to present this topic to all staff by an expert in organizational culture as it relates to race and ethnicity.	<ul style="list-style-type: none"> <li>HSD staff will have a greater understanding of white privilege and its impact within the workplace.</li> </ul>	6/06	
2f. Incorporate cultural competency/improvement into the HSD Communications Plan (3, 4.)	Martin Friedman, & new Strategic Advisor/Change Team Lead (Sheila Capestany).	Invite the Minority Executive Directors Coalition to share their cultural competency training process with HSD staff.	<ul style="list-style-type: none"> <li>Improved communication, transparency and accountability within the HSD and between the HSD and community partners.</li> </ul>	6/06	
2g. Participate in Citywide training on anti-racist and culturally competent management and supervision practices. (1)	Alan Painter	<ul style="list-style-type: none"> <li>Maximize participation on the part of HSD staff in SOCR's future all city anti-racism training for managers and supervisors.</li> </ul>	<ul style="list-style-type: none"> <li>Greater accountability to staff, increased communication, improved environment within HSD and increased positive staff morale.</li> </ul>	SOCR training schedule. Linked to city-wide training.	

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status, <u>2006</u>
3. Reorganize the FYS Anti-Racism Library into the HSD Anti-racism Library (4.)	HSD Deputy Director, & new Strategic Advisor/Change Team Lead (Sheila Capestany) .	<ul style="list-style-type: none"> <li>Develop a plan to organize the HSD's RSJI Library including: library locations, content, infrastructure and resources.</li> <li>The plan will respond to access issues for HSD staff whose offices are located in the Central Building and in the Renton office.</li> </ul>	<ul style="list-style-type: none"> <li>Department will have multiple venues for education and training materials to support on-going training for the Change Team members. The HSD will have the resources to support the implementation of the HSD RSJ training and education activities.</li> </ul>	12/06	.
4. Develop a RSJ Internet web page. (4, 3.)	Mei Lin Tangalin, Katia Blackburn, & new Strategic Advisor/Change Team Lead (Sheila Capestany) .	<ul style="list-style-type: none"> <li>Design Internet content for communicating (listening/and informing) with HSD Staff, community &amp; contract partners.</li> </ul>	<ul style="list-style-type: none"> <li>The HSD Change Team will have a web-based venue for sharing &amp; receiving information with community partners.</li> </ul>	6/06	
5. Develop an internal and external communications plan for the dept's RSJI Work plan. (3)	David Berrian, Katia Blackburn, & new Strategic Advisor/Change Team Lead (Sheila Capestany) .	<ul style="list-style-type: none"> <li>Secure resources to design and implement the communication plan including strategies for involving staff and community partners.</li> </ul>	<ul style="list-style-type: none"> <li>Improved communication, transparency and accountability within HSD, and between HSD and community partners.</li> </ul>	6/06	

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status, <u>2006</u>
6. Develop and Implement Mentoring Program for HSD Staff (1. 2. 3. 4. 5.)	Jessica Lee in collaboration with HSD volunteers.	<ol style="list-style-type: none"> <li>1. Create Mentoring Design Group comprised of Change Team members and other staff to lead the development. Membership will be representative of all levels of staff within the department.</li> <li>2. Use focus groups/on-line survey to elicit staff input in program development.</li> <li>3. Design program adaptable to the individual needs of each participant.</li> <li>4. Develop and implement methods for recruiting and matching program participants.</li> <li>5. Develop and implement orientation/training workshops for participants to establish framework for participation that is based on mutually-shared goals and expectations.</li> <li>6. Develop planned activities for participants to sustain enthusiasm and effectiveness of participation and encourage stronger relationships between participants.</li> <li>7. Create mechanism for measuring outcomes to gauge success and refine program components to best meet mentoring goals and needs of participants.</li> <li>8. Identify other City Departments to partner with in order to broaden opportunities for interdepartmental mentoring relationships.</li> </ol>	<ul style="list-style-type: none"> <li>• Opportunities for staff participation in program development.</li> <li>• Opportunities for enhancing a mentee's personal growth, knowledge and skills.</li> <li>• More positive work experience for program participants, increased employee retention, improved job performance, self-discovery/personal development, enhanced communication and problem solving skills, cultivation of new employee talents and refreshed job experience of long-time employees.</li> </ul>	<ol style="list-style-type: none"> <li>1. By 3/06</li> <li>2. By 12/06</li> <li>3. By 12/06</li> <li>4. By 3/06</li> <li>5. On-going as of Q2 2007.</li> <li>6. End of Q3 2007 and on-going.</li> <li>7. By 12/06</li> <li>8. By 12/06</li> </ol>	

**RSJI Goal #2: Reduce racial disproportionality in education, public safety, economic development, citizen engagement, public health, housing and environment.**

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementa tion Status 2006
1. Develop and implement a Healthy Communities policy framework to guide the City's work and investments in public health that addresses disparities in health outcomes based on race and immigrant/refugee status. (3,4,5)	Jerry DeGriek  Mary Blanchette	<div>A. Draft proposed vision, goals, strategies and policy framework. (Completed)</div> <div>B. Engage in community/ stakeholder comment process that includes key stakeholders and advocates (communities of color; immigrants and refugees.) (October 2005 – January 2006)</div> <div>C. Redraft policy document to reflect input and propose to Mayor's Senior Staff. (February 2006)</div> <div>D. Present policy document to City Council for adoption. (March 2006)</div> <div>E. Craft public health 2006/07 budget package that will address disproportionality in health outcomes based on race and immigrant/refugee status. (March – September 2006)</div> <div>F. Implement new policy document and assure that the City's public health investments address the needs of people of color and immigrants/refugees. (March – December 2006)</div> <div>G. Negotiate '07 public health contracts (November 2006 – January 2007)</div>	<div>• The City's efforts and investments in public health will better address the needs of people of color and immigrants/refugees. Health_disparities based on race and immigrant/refugee status will be reduced.</div>	1/07	

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status 2006
2. Develop and implement an action plan to help low-income working families build assets and assure that the action plan addresses racism and the needs of people of color and immigrants/refugees. (2,5)	Jerry DeGriek  Susan McCallister	A. Convene an interdepartmental and community team to develop action plan. (Completed; membership is continually evaluated.)  B. Participate in technical assistance opportunities provided by the National League of Cities. 3/06  C. Develop action plan. 6/06  D. Begin implementation of action plan or conduct pilot. 12/06)	➤ Strategically connect asset building strategies that will help low-income working families to progress on a continuum of services to greater economic success. Asset building strategies will address racism and better serve people of color and immigrants/refugees. The services to be connected include: <ul style="list-style-type: none"><li>• Job preparation; access to quality jobs; support to succeed in jobs.</li><li>• Rental housing stability: counseling, and legal and financial assistance</li><li>• Financial literacy</li><li>• Asset accumulation (includes IDAs, EITC, Access to public benefits)</li><li>• Asset protection and efforts to discourage/eliminate predatory financial practices.</li><li>• Home ownership stability: pre- and post-counseling; incentives and financial assistance (buy homes and avoid foreclosures).</li></ul>	12/06	

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status 2006
3. Increase Refugee and Immigrant Parent Involvement in schools by organizing a Workgroup/Network for Parent Involvement of the Refugee and Immigrant Family Support Project providers and other funders.	Sindy Nguyen, Pat Wells	<ul style="list-style-type: none"><li>• Invite all Parent Involvement Funders, Contractors and Service Providers for brainstorm session.</li><li>• Identify mission and goals of Workgroup/Network.</li><li>• Develop short-term and long-term work plan.</li></ul>	<ul style="list-style-type: none"><li>• Increase information sharing and best practices.</li><li>• Create collaborations/partnerships for increased efficiency and service delivery to families.</li><li>• Increase coordination amongst funders.</li></ul>	<ol style="list-style-type: none"><li>1. 6/06</li><li>2. 6/06</li><li>3. 6/06</li></ol>	
4. South Park Initiative (2)	Terry Hayes	<ul style="list-style-type: none"><li>• Coordinate a community-wide effort to reduce youth violence in the South Park neighborhood.</li><li>• Implement gang prevention, intervention and recovery services for 250 at-risk youth, or youth involved in the criminal justice system .</li></ul>	<ul style="list-style-type: none"><li>• Youth will increase their involvement in academic and other after-school activities that contribute to school success (data monthly).</li><li>• Youth involved in the criminal justice system will reduce their involvement in gang and/or criminal activity (data biannually).</li></ul>	12//06	



Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status 2006
5. Support the implementation of the Multi-Lingual Access Project – (5)	Marilyn Littlejohn	<p>Provide funding and technical assistance to support the efforts of community partners to complete the following:</p> <ul style="list-style-type: none"> <li>- plan and conduct an Institute on domestic violence for interpreters and language advocates 6/06</li> <li>- plan and conduct a follow-up training for volunteers and interpreters that participated in the Institute 9/06</li> <li>- launch a DV website in multiple languages 12/06</li> <li>- print CHAYA brochures in Hindi and Pujabi 12/06</li> <li>- print laminated Emergency Information Cards about DV in multiple languages 12/06</li> <li>- provide after-hour cell phone information &amp; referral services (on-going).</li> </ul> <p>Staff assigned: Sharon Chew</p>	<ul style="list-style-type: none"> <li>• Increased access to services for DV victims / survivors with limited or no English proficiency.</li> </ul>	12/06	
6. Innovations Grants to Refugee and Immigrant communities. (3, 4, 5)	Sonja Griffin	<p>Provide Technical Assistance as needed in the development of plan to build Pre-K capacity.</p>	<ul style="list-style-type: none"> <li>• Increase Refugee and Immigrant community's capacity to provide ELN Pre-K services.</li> </ul>	6/06	

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Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status 2006
6. Elementary After-School Success Projects. (4, 5)	Randi Solinsky, Suzette Espinoza-Cruz	Agencies and City staff support homework completion, school attendance, parent involvement, and academic success.	<ul style="list-style-type: none"><li>Chinese, Vietnamese, Native American, and Latino Students develop/strengthen skills and/or habits that support academic success.</li></ul>	9/06	
7. Develop and implement community outreach initiatives to low income, immigrant and non-English speaking communities to ensure full notification of appropriate safety steps in a disaster. (3,5)	Alan Painter	<ul style="list-style-type: none"><li>Develop disaster outreach plan to communities in partnership with the City Office of Emergency Management.</li><li>Implement disaster plan</li></ul>	<ul style="list-style-type: none"><li>Communities engaged in plan development and identify appropriate community contact mechanisms.</li><li>Plan adopted and outreach process incorporated in Department and City Disaster Plans.</li></ul>	6/06  12/06	

RSJI Goal # 3: Create more inclusive resident engagement

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status
1. Involve African American community leadership in community education and mobilization regarding relevant aging issues. (3)	Rosemary Cunningham	<ul style="list-style-type: none"><li>The Mayor’s Council on African American Elders will involve community leadership.</li></ul>	<ul style="list-style-type: none"><li>Co-sponsor the 2/17/06 “The Plight of the Older Black Woman” forum.</li><li>Co-sponsor the 9/06 African American Caregivers forum.</li></ul>	2/06  9/06	
2. Involve Native American community leadership in expanding services to older Native Americans. (4)	Rosemary Cunningham, Karen Winston	<ul style="list-style-type: none"><li>The United Indians of All Tribes will collaborate with service providers to expand services for Native American elders.</li></ul>	<ul style="list-style-type: none"><li>Co-sponsor a planning session in January 2006 entitled,” Expanding Our Vision for the Well Being of Native American Elders.”</li></ul>	12/06	
3. Engage homeless consumers who are disproportionately people of color to ensure that their interests are represented in social service and homeless planning activities. (3,4)	Al Poole	<ul style="list-style-type: none"><li>On-going facilitation of community focus groups and engagement activities with consumers and provider groups</li></ul>	<ul style="list-style-type: none"><li>Issues and concerns of people of color will be incorporated in HSD homelessness policies and planning.</li><li>4 target groups expected in 2006</li></ul>	12/06	

#### RSJI Goal #4: Implement community building strategies to combat community splintering

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status 2005
1. Convene Early Learning Network Coordinating Councils in SE and one in SW Seattle. (3 ,4, 5)	Sonja Griffin	Identify and invite members  Convene group	<ul style="list-style-type: none"> <li>Increased involvement and empowerment of communities of color around developing early learning strategies that will nurture long term school success for the children in their neighborhood.</li> </ul>	3/06	

#### RSJI Goal #5: Align our personnel, contracting and information technology activities with our RSJ goals

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status 2006
1. Engage communities of color in Community Services allocation processes. (3, 4, 5)	Al Poole	<ul style="list-style-type: none"> <li>Convene stakeholders meeting to develop the 2006 food RFP.</li> <li>Convene stakeholders meeting to develop special food delivery RFP.</li> <li>Convene Stakeholders meeting to develop supplemental (350,000) shelter RFP.</li> </ul>	<ul style="list-style-type: none"> <li>Diverse populations will take part in decisions regarding the allocation and distribution of public funds to ensure fair and equitable distribution of services to diverse socio-economic communities of color and sexual minorities.</li> </ul>	<ul style="list-style-type: none"> <li>Food RFP 9/06</li> <li>Food Delivery RFP 9/06</li> <li>Supplemental Shelter RFP 6/06</li> </ul>	
2. Implement CASA Latina temporary worker outreach contract. (4, 5)	Al Poole, Mary Flowers	<ul style="list-style-type: none"> <li>Implement service contract with CASA Latina to engage Latino temporary workers seeking employment at HOME Depot in the SODO District</li> </ul>	<ul style="list-style-type: none"> <li>Increase understanding between Latino work force and local businesses. Decrease fears of local customers who feel threatened and develop safer infrastructure for job seekers.</li> </ul>	6/06	

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status 2006
3. Use culturally competent process to implement 2006 Batterer's Intervention Requests for Proposal (2, 3, 5)	Marilyn Littlejohn	<ul style="list-style-type: none"> <li>Incorporate research-based best practices for addressing violence in marginalized communities into the upcoming RFPs (9/06)</li> <li>Distribute RFP notices in community newspapers and to community-based organizations that serve people from marginalized communities (9/06).</li> <li>In the technical assistance for prospective proposers, emphasize strategies that support inclusion of targeted communities (9/06).</li> <li>Develop in the development and/or review processes individuals from marginalized communities (9/06).</li> </ul>	<ul style="list-style-type: none"> <li>More services delivered in a culturally competent manner.</li> <li>Traditionally marginalized/underserved communities/populations will receive more appropriate services.</li> </ul>	12/06	

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status 2006
4. Publicize on In-Web or other visible places Leadership and Strategic Management Team membership, purpose, responsibilities and types of issues addressed. (1. 4.)	Change Team & new Strategic Advisor/Change Team Lead (Sheila Capestany).	<ul style="list-style-type: none"> <li>Post pictures of each of the two teams, with titles.</li> <li>Describe general purpose and responsibilities of each team.</li> </ul>	<ul style="list-style-type: none"> <li>Greater accountability to staff and increased communication.</li> </ul>	4/06	
5. Post agendas after the SMT meetings (1. 4.)	Change Team & new Strategic Advisor/Change Team Lead (Sheila Capestany).	Post SMT meeting agendas on the HSD Intranet	<ul style="list-style-type: none"> <li>Greater communication and transparency.</li> </ul>	3/06	
6. Revise RFP policies (1. 2. 3. 4. 5.)	Judy Summerfield, Terry Light	<ul style="list-style-type: none"> <li>Complete initial draft policy with input from Change Team, Strategic Management Team and Leadership Team.</li> <li>Leadership team approves final draft (June 2006)</li> <li>Develop RFP policy training curriculum (May – June 2006).</li> <li>Implement policy.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate RSJ principles into RFP policy.</li> <li>Reflect Outcome Funding Principles.</li> <li>Address RFP access issues for small community based agencies.</li> <li>Improve other RFP requirements such as submittal methods.</li> </ul>	7/06	

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status 2006
7. Increase transparency of HR managed processes ( 1. 2 .3 .4 . 5)	Beverly Yapp, Jessica Lee, with Change Team members to be identified.	<ol style="list-style-type: none"> <li>1. Create and deliver training for all staff on HSD's Hiring Policy and process.</li> <li>2. Post HSD employee workforce demographics and hiring statistics online (updated annually).</li> <li>3. Set up OOC interest pools.</li> <li>4. Conduct surveys and focus groups to determine staff concerns and needs for information.</li> <li>5. Organize brown bag discussions to address staff concerns about TES and OOC issues.</li> </ol>	<ul style="list-style-type: none"> <li>• Increased understanding of hiring process, better staff morale and confidence in the integrity of processes.</li> <li>• Better understanding of OOC requirements and opportunities for staff to communicate interest in OOC opportunities</li> <li>• Provide staff with a better understanding of TES hiring &amp; usage practices used by HSD management.</li> <li>• Appreciation for HSD's commitment to diversity; more informed staff about the diverse profile of HSD's workforce.</li> <li>• Better able to Identify recruitment targets to address under representation.</li> <li>• Enhance HR's, and HSD managers'/supervisors' ability to respond to staff concerns about personnel issues.</li> </ul>	<ol style="list-style-type: none"> <li>1. 12/06</li> <li>2. 3/06</li> <li>3. 9/06</li> <li>4. 3/06</li> <li>5. Ongoing</li> </ol>	

***RSJI Goal #6: Increase the relevance of City programs and services to our multicultural citizenry***

Work Item	Lead Staff	Action Steps (with deadlines and staff assigned)	Expected Outcomes	Target Completion Date	Implementation Status, May 2005
Design and implement programs that are relevant to communities of color:  1. Improve Aging and Disability services to clients of color. (2)	Rosemary Cunningham	<ul style="list-style-type: none"><li>• Increase availability of in-home health interventions (physical therapy, nutrition counseling, medication management, minor depression therapy) for racially/ethnically diverse case management clients with chronic conditions;</li><li>• Track performance in reaching racially/ethnically diverse clients.</li></ul>	<ul style="list-style-type: none"><li>• Address and mitigate health disparity issues to improve the health status in elders of color.</li></ul>	12/06	
2. Coordinate aging services with Native American populations. (4)	Rosemary Cunningham, Karen Winston, Dick Sugiyama	<ul style="list-style-type: none"><li>• Plan and sponsor trainings for Tribal staff and caregivers.</li><li>• Establish partnerships with Native American representatives from the Muckelshoot and Snoqualmie Tribes in King County.</li><li>• Facilitate training for Native American paid and unpaid caregivers.</li><li>• Facilitate cross-training with HCS/ADS staff and Tribal staff</li><li>• Increase coordination of case management long-term care services.</li></ul>	<ul style="list-style-type: none"><li>• Quarterly meetings with Tribal staff.</li><li>• Caregiver informed about available resources.</li><li>• HCS/ADS staff and Tribal staff will take part in trainings.</li><li>• Assign and consolidate Native American case management clients to one or two caseloads.</li></ul>	Ongoing <ul style="list-style-type: none"><li>• 2 training sessions completed by 12/06</li></ul>	